

CHAPTER 8.0 PUBLIC FACILITIES ELEMENT (PF)

8.1 INTRODUCTION

General Plan Law Requirements [GP]

Although some subjects addressed are required by general plan law, the Public Facilities Element itself is optional under state law. Once adopted, it has the same legal status as any of the seven mandatory elements and must be consistent with other elements, as required by Government Code Section 65300.5. The City has considerable latitude as to the topics addressed and depth of coverage. A public facilities element is generally expected to address the nature of existing infrastructure facilities and services, available service capacities, generalized long-term policies to meet future needs, and financing options. To ensure that facilities and services are provided to existing and future development in an efficient and cost-effective way, the element must discuss the location of future facilities and improvements, acceptable levels of service, funding priorities, and the timing of facility or service availability. Transportation and park facilities are addressed in other elements of this plan.

Public Facilities Element Policies

PF 1:	Development of a Civic Center
PF 2:	Other Facilities of the City of Goleta
PF 3:	Public Safety Services and Facilities
PF 4:	Water and Sewer Facilities
PF 5:	School Facilities
PF 6:	Utilities
PF 7:	Coordinating Facilities and Services with Other Agencies
PF 8:	General Standards for Public Facilities
PF 9:	Coordination of Facilities with Future Development
PF 10:	Financing Public Facilities

Coastal Act Requirements [CP]

Section 30254 of the Public Resources Code requires that new or expanded public works facilities be “designed and limited” to accommodate development that can be permitted consistent with the policies of the California Coastal Act (Coastal Act). This section also provides that, where public works facilities to serve new development are limited, priority shall be given to coastal-dependent uses, essential services, public and commercial recreation, and visitor-serving land uses. Pursuant to Section 30114, publicly financed recreational facilities, including projects of the California Coastal Conservancy, are considered “public works.” The Coastal Act also provides that no term or condition may be imposed on the development of any sewage treatment plant relative to future development that can be accommodated consistent with the policies of the Coastal Act.

Existing Public Facilities: 2005 [GP/CP]

As of 2005, Goleta was not a “full-service” city. Water, sewerage, and fire protection facilities and services are provided by separate, independent districts with their own elected governing boards. Although law enforcement and library services are provided by the City, these services are provided on a contract basis with the County of Santa Barbara Sheriff’s Department and the City of Santa Barbara, respectively. As is typical for a recently incorporated city, public facilities owned by the City of Goleta were quite limited in 2005, consisting principally of public parks, a library building, public streets, and participation in a lease-purchase agreement that will result in City acquisition of the Goleta Valley Community Center from the Goleta Union School District in

2014. Consequently, the provision of basic public facilities to meet future needs of the City government and community will require a substantial commitment of financial and administrative resources over the period of this General Plan. In addition, the decisions and actions of the various independent special districts and agencies will influence the physical and economic development of Goleta.

Water Supply and Wastewater Management Services

Goleta's water supply and distribution services are provided by the Goleta Water District (GWD) through line and storage facilities owned or controlled by the district. The district delivers water obtained from the Cachuma Project and the State Water Project and treated through the Corona Del Mar Water Treatment Plant, which has a normal treatment capacity of 24 million gallons per day. GWD maintains eight reservoirs with a total combined capacity of approximately 20.2 million gallons. As of 2005, GWD delivered approximately 13,000 acre-feet/year of potable water, and its current water supply is about 16,000 acre-feet/year of potable water. The supply of water poses a potential long-term constraint to development in Goleta and the Goleta Valley, although supply constraints have been partially ameliorated by deliveries from the State Water Project beginning in 1997.

Two separate special districts, Goleta Sanitary District (GSD) and Goleta West Sanitary District (GWSD), provide wastewater collection, treatment, and disposal services to the Goleta Valley and territory within the city. GWSD serves the western portion of the city with a collection system only. The eastern portion of the city is served by GSD, which collects, treats, and disposes all wastewater, including wastewater received from GWSD. The GSD treatment plant, located adjacent to the city and Santa Barbara Municipal Airport on William Moffett Place, has a capacity of 9.7 million gallons per day (based on average daily flow) but is currently limited to 7.64 million gallons per day. Disposal of treated effluent is by ocean outfall offshore from Goleta Beach. The plant currently operates under a National Pollutant Discharge Elimination System (NPDES) permit issued by the U.S. Environmental Protection Agency with concurrence by the Central Coast Regional Water Quality Control Board. Although the NPDES permit calls for all wastewater to undergo at least secondary treatment, GSD has obtained a waiver from full secondary treatment under Section 301(h) of the federal Clean Water Act. All other wastewater treatment plants in the county use a full secondary treatment. GSD's continued use of a waiver is subject to ongoing approval by the State Water Resources Control Board and the California Coastal Commission.

Fire Protection Services

Goleta receives fire protection and related services from the Santa Barbara County Fire Department, a regional agency providing service to 1,441 square miles of unincorporated and incorporated territory and an estimated population of 165,000 people. Services are provided through six fire stations in the Goleta Valley area, including three stations located within city boundaries. The stations within the city are described in Table 8-1. Most of Goleta falls within a 5-minute response time from existing fire



Fire Station II Located on Storke Road

stations, although the western edge of the city and some northern neighborhoods may experience a longer response time. This western area includes a number of dense housing developments, a large resort hotel, and an oil and gas processing facility.

In addition, a fire station at Santa Barbara Municipal Airport is staffed by Santa Barbara city firefighter personnel and responds only to fires in the Airport Operating Area (AOA), the area located within the security fence that surrounds the airport, consisting primarily of runways and taxiways. These firefighters and their specialized equipment are prohibited by Federal Aviation Administration (FAA) regulations from leaving the AOA. County firefighters are called upon to supplement Santa Barbara city fire staff in the event of an airport emergency. Fire Station 17, located on the University of California, Santa Barbara, (UCSB) campus, provides service to UCSB and most of Isla Vista. Engine 17 is a county fire engine and, if available, may be called upon for assistance when needed. The ambulance and station are owned and operated by UCSB.

**TABLE 8-1
FIRE STATION SERVICE CHARACTERISTICS, 2005**

Station Number	Location/Address	Population Served	Personnel	Equipment	Population per Firefighter
11	Storke Rd., south of Hollister Ave., 6901 Frey Way	21,594	3 (6)	P, T, RP, WR, US&R	7,198 (3,599)
12	5330 Calle Real	16,623	3	P, RP	5,541
14	320 Los Carneros	5,960	3	P, BT	1,987
TOTAL		44,177	9		4,909

NOTES:

- Population estimated as of 2000 U.S. Census
- Personnel on duty for each shift, plus one chief officer not assigned to a particular station.
P=pumper; T=ladder truck; RP=reserve pumper; WR=water rescue; US&R=urban search and rescue; BT=brush truck.
- Station 11 houses one pumper and one ladder truck, with a total of six on-duty firefighters per day; However, Truck 11 is a countywide emergency response rescue vehicle and is not a dedicated unit that serves solely Station 11's first-in district.

Source: Santa Barbara County Fire Department.

Police Protection

Police services are provided to the Goleta through a contract with the Santa Barbara County Sheriff's Department. Police officers enforce the statutes of the State of California and City municipal ordinances. Assigned officers are considered city police and use vehicles identified by the City of Goleta logo. A lieutenant is appointed as police chief, and attends weekly staff meetings and submits monthly and annual reports to the City Council. Law enforcement services include 24-hour police patrol for traffic enforcement, accident investigation, vehicle abatement, and parking control, as well as detective services for special investigations. Specialized functions through the Santa Barbara County Sheriff's Department are provided as needed. These specialized services include K-9, mounted unit patrol, search and rescue, hostage negotiations, intelligence gathering, special enforcement (SWAT) team, dive team, mobile command unit, hazardous devices team, internal affairs investigation, organized crime/gang intelligence unit, polygraph services, reserve forces, fugitive/warrant detail, and/or helicopter/fixed wing patrol. There are also services available for special events and/or natural disaster response.

As of 2006, the City of Goleta is divided into three “beats” or patrol units, with one police car assigned to each area. Two additional traffic units are also provided. Officers of the Santa Barbara County Sheriff’s Department assigned to the unincorporated area of the county are available to supplement City police, as needed, for emergency response within the City limits. City police operate out of two donated, privately owned “storefront” locations, one located in Old Town on Hollister Avenue and one at the Camino Real Marketplace. City police also use facilities at the Santa Barbara County Sheriff’s Department headquarters in a nearby unincorporated area between Turnpike Road and El Sueno Road.

Public Schools

Public education services are provided to territory within Goleta and the remainder of the Goleta Valley by the Goleta Union School District (GUSD) and the Santa Barbara High School District (SBHSD). GUSD owns five schools (Brandon, El Rancho, Ellwood, Kellogg, and La Patera) located within the city and five other schools (El Camino, Foothill, Hollister, Isla Vista, and Mountain View) located within unincorporated areas of the Goleta Valley. As of 2005, the El Rancho School was leased to a private school. The remaining nine schools serve students that live within city boundaries because the school attendance boundaries overlap city boundaries. In addition, offices and central kitchen facilities are housed at a former elementary school site within the city on North Fairview Avenue. Portions of this site are also leased to other tenants, including a private school. GUSD also owns a vacant parcel on Phelps Road and a bus and maintenance yard on Hollister Avenue at the Goleta Community Center property. In general, enrollments at schools within the GUSD have been declining for the past several years.



La Patera School

SBHSD oversees the secondary schools of Dos Pueblos High School and the Goleta Valley Junior High School, situated within Goleta’s boundaries, and San Marcos High School, located in the eastern Goleta Valley. Goleta Valley Junior High School, which has an estimated capacity of 1,185 students (number of classrooms multiplied by 27 students per room), had an enrollment of 972 students in October 2003. Dos Pueblos High School, situated on a 40-acre site, contains 74 permanent classrooms, 11 portable classrooms, a gymnasium, library, outdoor amphitheater, cafeteria, new auditorium and stadium, and various other facilities. The designated capacity of the school is 2,304 students (including portable classrooms), while the enrollment as of October 2003 was 2,275. Generally, enrollments in the area’s secondary schools have increased in recent years but are anticipated to decline in the future.

Library Services

Services at the Goleta Public Library are provided by contract with the City of Santa Barbara in a facility owned by the City of Goleta at 500 North Fairview Avenue. The 2-acre library site includes a 15,437-square-foot building and parking areas. The number of volumes is estimated

at 90,000. As of 2003, about 34,500 library cards were held by residents where the Goleta Public Library was the nearest facility. This facility provides services for the city and nearby unincorporated areas. Annual circulation has steadily increased to more than 506,000 as of 2000. Services were provided by seven full-time and 13 part-time employees as of 2003, not including maintenance personnel.

Privately Provided Utilities

Other utilities and services are provided to residential and commercial users in Goleta by private companies, subject to franchise agreements with the City. These include solid waste collection and disposal, provision of natural gas and electrical energy, telephone, cable television, and Internet service providers. Solid waste collection and disposal involves both the private and public sectors. Collection services are provided by Marborg Industries and Allied Waste Services, while disposal services are provided by Santa Barbara County at the Tajiguas landfill, 26 miles north of the transfer station. Energy is provided by the Southern California Gas Company and by Southern California Edison (SCE). In addition to electrical distribution lines, several SCE substations are located within the city, including the Hollister Avenue and Glen Annie substations. The only electrical generating station in the city is Reliant Energy's "peaking station" on Las Armas between Hollister Avenue and the railroad tracks, which generates electrical power only during emergencies and peak-use periods. Local "land-line" telephone service is provided by Verizon; in addition, a number of companies provide wireless, or "cell," phone services. Cox Communications provides both cable television and Internet services. Although the California Public Utilities Commission has deemed that new cable should be placed underground, there are many existing overhead lines. New development within the city is required to underground all new utilities.



Goleta Public Library

8.2 GUIDING PRINCIPLES AND GOALS [GP/CP]

The subjects addressed in the Public Facilities Element are an integral part of the City's overall planning strategy and a basic consideration in setting growth and development policy. This element emphasizes the importance of providing responsive, efficient, and cost-effective community services. It acknowledges the vital role that public facilities play in shaping community life. Essential features of the element are policies that guide the financing of facilities, the planning of facilities, the coordination of the facilities with the land use plan, and the coordination of the development of facilities with other agencies. The following guiding principles and goals, which are not in order of priority, provide the foundation for the Public Facilities Element. All policies set forth in subsequent sections of this element have been established to conform to the guiding principles and goals, and future actions of the City following adoption of the plan are required to be consistent.

1. Promote the development of municipal public facilities, including a city hall, that are owned by the City and eliminate the need for leased facilities.

2. Ensure functional, attractive, and well-maintained community facilities that are adequate to serve the long-term needs of Goleta's residents, businesses, and workforce.
3. Ensure that Goleta's public facilities are accessible to all segments of the community.
4. Guide the future character of the city by the provision of public facilities and services in a manner that conforms to and supports the planned land-use pattern and development intensities.
5. Provide an effective strategy to balance land use with capital facility development within the fiscal capacity of the City.
6. Ensure that development does not out-pace the City's ability to provide and maintain adequate public facilities and services and that services needed to support current and future development are available when they are needed.
7. Ensure that Goleta serves the infrastructure needs of the community through evaluation of facilities, regular maintenance, and planning for additional facilities to meet future community needs.
8. Finance the city's needed capital facilities in an economic, efficient, and equitable manner.
9. Ensure that new development and growth does not exceed the service capacities of the City and other public and private entities, including: city administrative facilities; water supply and distribution systems; sewage collection, treatment, and disposal systems; fire protection services and facilities; police protection services and facilities; schools; library services and facilities; and utilities.

8.3 COASTAL ACT POLICIES [CP]

The Coastal Act policies set forth below are adopted as policies of this plan for those areas of Goleta within the California Coastal Zone. The numbers refer to sections of the California Public Resources Code. The Public Facilities Element maps show the location of the California Coastal Zone boundary.

30254 New or expanded public works facilities shall be designed and limited to accommodate needs generated by development or uses permitted consistent with the provisions of this division; provided, however, that it is the intent of the Legislature that State Highway Route 1 in rural areas of the coastal zone remain a scenic two-lane road. Special districts shall not be formed or expanded except where assessment for, and provision of, the service would not induce new development inconsistent with this division. Where existing or planned public works facilities can accommodate only a limited amount of new development, services to coastal-dependent land use, essential public services and basic industries vital to the economic health of the region, state, or nation, public recreation, commercial recreation, and visitor-serving land uses shall not be precluded by other development.

30254.5 Notwithstanding any other provision of law, the commission may not impose any term or condition on the development of any sewage treatment plant which is applicable to any future development that the commission finds can be accommodated by that plant consistent with this division. Nothing in this section modifies the provisions and requirements of Sections 30254 and 30412.

8.4 CITY POLICIES

Policy PF 1: Development of a Civic Center [GP]

Objective: *To provide a site and appropriate buildings for a predominately or fully City-owned city hall or civic center that will meet the needs of the city for the next 20 years and beyond.*

- PF 1.1 Planning Process. [GP]** The City shall establish a community planning process, involving all segments of the community, to identify appropriate sites for and to plan the development of a full-service city hall or civic center to meet the city's long term needs. A future city hall may be located within, and is consistent with, any land-use category specified in the Land Use Element.
- PF 1.2 Administrative Functions. [GP]** The new city hall facility shall be planned to accommodate administrative functions of Goleta's municipal government. Although policing services were provided by contract as of 2005, planning for the new site shall include consideration of the possibility that the policing function may be performed by City personnel at some time in the future.
- PF 1.3 Site Criteria. [GP]** A site with a net usable area of 3 acres is estimated to be necessary for a future city hall. The site shall be of a sufficient size to accommodate any reasonably foreseeable future expansion needs, as well as the space needs for the next 10- to 20-year period.
- PF 1.4 Space Needs. [GP]** Planning for the initial building facility shall be based on the estimated space needs of the city for the next 10- to 20-year period. It is estimated that a minimum of 600 square feet of civic center space is required per 1,000 population, exclusive of police department needs. A civic center facility should include a council chambers, various smaller meeting or conference rooms, and space for the various administrative departments. A sufficient number of parking spaces shall be provided on site to accommodate employee and customer needs during the daytime and meeting attendees during both daytime and evening hours.
- PF 1.5 Design Considerations. [GP]** The following criteria shall apply:
- a. City hall should be designed to be a visible landmark structure.
 - b. The site layout and structure should be designed to allow development of a second-phase addition in the future.
 - c. The design should emphasize context and be compatible in size, bulk, and height with existing and planned development in the surrounding area.
 - d. The exterior façades should be articulated, with variation in wall and roof planes and incorporation of detailing and architectural features appropriate for a civic building.
 - e. The design should emphasize durable materials and other features that will minimize ongoing maintenance needs.
- PF 1.6 Potential Methods of Financing. [GP]** Any or various combinations of the following financing sources or methods may be considered in planning for the proposed city hall facility:

- a. Development impact fees for administrative and law enforcement facilities.
- b. General obligation bonds.
- c. Certificates of participation.
- d. Lease-purchase agreements.
- e. Donation or dedication of land and/or building(s) by a developer, through a negotiated development agreement or other appropriate instrument.

PF 1.7 Potential Co-Location with Facilities of Other Public Entities. [GP] If an appropriate opportunity arises, in order to maximize joint-use economies, the City may consider co-locating its administrative facilities with those of other public agencies serving Goleta and/or the Goleta Valley area, including school districts, the Santa Barbara County Fire Department, or other special districts.

Policy PF 2: Other Facilities of the City of Goleta [GP]

Objective: *To provide the full range of municipal public facilities to meet the needs of the Goleta community.*

PF 2.1 Goleta Public Library. [GP] The City should evaluate the present and future need for library services and prepare a long-term library development plan to address those needs in accord with the City's fiscal capacity. In making this evaluation, the City should evaluate the adequacy and location of the current site and facility and determine the appropriateness of expansion of the present facility or development of a satellite facility.

PF 2.2 Goleta Valley Community Center. [GP] The City should continue to maintain the current community center, and associated buildings, as a focal point for community activities and functions, including senior services, youth services, and various related classes and cultural and recreational activities. The City should evaluate whether the available facilities on that campus are adequate for community needs and create a planning process to develop any additional facilities as may be needed.



Goleta Valley Community Center

PF 2.3 City Maintenance Yard. [GP] The City shall establish a planning process to evaluate the need for a City maintenance yard facility and, if appropriate, identify an appropriate site for and plan the development of such a facility. Such planning shall include consideration of the maintenance facility needs of other public agencies and explore the feasibility of co-locating those facilities. The types of facilities that should be considered include: street maintenance, water and sewer maintenance, stormwater maintenance, general government vehicle and equipment maintenance and storage, police vehicle

maintenance and storage, fire vehicle maintenance, parks maintenance shops and storage, bus transit maintenance facilities, and recycling waste transfer facilities. The following criteria shall apply to development of a City maintenance facility:

- a. The site should be of adequate size to meet the city's long-term needs.
- b. Preferred locations are south of U.S. Highway 101 (US-101) in or adjacent to industrial or commercial areas.
- c. The maintenance facility shall be screened by appropriate fencing and/or landscaping to provide an attractive appearance from the street and from adjacent properties.
- d. Vehicle maintenance activities should be accommodated within an enclosed building, to the extent practicable.
- e. Outdoor storage areas shall be paved, with best management practices incorporated to address stormwater management and treatment in a manner to reduce or avoid discharge off site and prevent any adverse impacts on creeks or other surface water bodies.
- f. Exterior lighting shall be minimum necessary to provide security. The heights and characteristics of light fixtures shall be designed to downcast light and prevent light and glare from spilling over to adjacent properties.

PF 2.4 Future Police Station. [GP] In conjunction with the planning for a civic center, the City shall establish a community planning process, involving all segments of the community, to evaluate the need for a police station and identify appropriate sites and plan its development. It is estimated that a minimum of 400 square feet of police administrative center space is required per 1,000 population.

PF 2.5 Other Public Facilities. [GP] Additional public facilities that may be considered in the future as resources are available include but are not limited to the following: a cultural center, multi-modal transit center, and active recreational facilities.

Policy PF 3: Public Safety Services and Facilities [GP]

Objective: *Ensure that adequate fire and police services and facilities are available to meet the needs of both existing and new development in the city as well as service demands from outside Goleta's boundaries.*

PF 3.1 Fire Protection Standards. [GP] The Santa Barbara County Fire Department employs the following three standards with respect to provision of fire protection services:

- a. A firefighter-to-population ratio of one firefighter on duty 24 hours a day for every 2,000 in population is considered "ideal," although a countywide ratio (including rural areas) of one firefighter per 4,000 population is the absolute minimum standard. Considering the daytime population in Goleta due to employees and customers, all fire stations within Goleta fell short of this service standard as of 2005.
- b. A ratio of one engine company per 16,000 population, assuming four firefighters per station, represents the maximum population that the Santa Barbara County

Fire Department has determined can be adequately served by a four-person crew. Fire stations 11 and 12 (see Table 8-1) did not satisfy this standard as of 2005. Currently, all three fire engines that serve Goleta are staffed with only three-person crews. The National Fire Protection Association (NFPA) guidelines state that engine companies shall be staffed with a minimum of four on-duty personnel.

- c. The third fire protection standard is a 5-minute response time in urban areas. This incorporates the following NFPA response-time objectives:

- 1) One minute (60 seconds) for turnout time.
- 2) Four minutes (240 seconds) or less for the arrival of the first-arriving engine company at a fire suppression incident and/or 8 minutes (480 seconds) or less for the deployment of a full first-alarm assignment at a fire suppression incident.
- 3) Four minutes (240 seconds) or less for the arrival of a unit with first-responder or higher level capability at an emergency medical incident.
- 4) Eight minutes (480 seconds) or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.



Fire Engine

PF 3.2 New Fire Station in Western Goleta. [GP/CP] The Santa Barbara County Fire Department has determined that the most under-served area in Goleta is the extreme western portion near Winchester Canyon. In conjunction with the fire department, the City shall provide a site consisting of approximately 2 acres of land for proposed new Fire Station 10 to serve the western area of the city, as shown on the map in Figure 8-1. The Santa Barbara County Fire Department will construct Fire Station 10 as soon as funding becomes available.

PF 3.3 Impact Fees for Fire Protection Facilities/Equipment. [GP] Construction of the new Fire Station 10 shall be funded in part by revenues from an impact fee imposed on new development within the city, as well as upon development in the nearby unincorporated areas. Such fees may also be imposed for upgrades of existing fire stations and for new fire apparatus.

PF 3.4 Fire Safety in New Development. [GP/CP] The following fire safety standards shall be met, where applicable, in new development within the city:

- a. Two routes of ingress and egress shall be required for any new development or subdivision of land requiring approval of a discretionary action. This requirement

may be waived by the City when secondary access cannot be provided and maintenance of fire safety standards are ensured by other means.

- b. All private roads that provide access to structures served by the Santa Barbara County Fire Department shall be constructed at a minimum to the department's standards.
- c. All nonagricultural development in the foothills area shall include provisions for connection to the GWD or another public water purveyor.
- d. Emergency access shall be a consideration in the siting and design of all new development within the city.

PF 3.5 Periodic Evaluation of Adequacy of Fire Facilities. [GP] The City and the Santa Barbara County Fire Department should periodically evaluate the distribution of fire facilities in order to ensure that fire protection needs are adequately addressed within available fiscal capacity.

PF 3.6 Police Service Standards. [GP] The City shall strive to maintain the following service standards for police services:

- a. An average emergency response time of 5 minutes.
- b. An average nonemergency response time of 20 minutes.

PF 3.7 Police Facilities. [GP] While police services are provided by contract, the City supports and encourages maintenance of the Old Town and West Goleta community substations.

PF 3.8 Impact Fee for Police Facilities. [GP] The City shall continue to require a development impact fee to provide revenue to assist with funding capital facilities for police services.



Police

PF 3.9 Safety Considerations in New Development. [GP] All proposals for new or substantially remodeled development shall be reviewed for potential demand for and impacts on safety and demand for police services. The design of streets and buildings should reinforce secure, safe, and crime-free environments. Safety and crime reduction or prevention, as well as ease of policing, shall be a consideration in the siting and design of all new development within the city.

Policy PF 4: Water and Sewer Facilities [GP/CP]

Objective: *Ensure that adequate water supply and distribution facilities and sewage collection facilities and treatment capacity are available to meet the cumulative needs of both existing users and new development in the city as well as outside Goleta's boundaries.*

- PF 4.1 Water Facilities and Services. [GP/CP]** The following criteria, standards, and procedures shall apply to water facilities and services:
- a. The City shall coordinate with GWD regarding new development within its boundaries to allow the GWD to continue to plan its capital improvements in an orderly manner consistent with the levels of growth allowed by the Land Use Plan.
 - b. The City shall review and monitor GWD's existing Urban Water Management Plan, adopted in December 2005, and future updates to that plan, and shall monitor actions of GWD to meet the projected long-term water demand.
 - c. The City shall monitor and compare the planned and potential consumption of the available and planned water capacity within the service area of the GWD. If the available and planned capacity of water supply and delivery services is not adequate to serve the planned and potential consumption, then the City shall take one or more of the following three actions in order of priority:
 - 1) Phase development within the city consistent with the Land Use Plan until such time that adequate resources can be identified to provide adequate supplies and improvements and urge other entities in the service areas to also reassess their plans.
 - 2) Reassess the City's Land Use Plan to reduce the demand for services to the degree necessary to match the supply and urge other entities in the service areas to also reassess their plans.
 - 3) Explore and support ways to reduce consumption in order to conserve available capacity and to reduce the volume of discharges of treated effluent in ocean waters.
 - d. Environmental reviews of new development shall evaluate the adequacy of water supply capacity to serve cumulative demand for all existing and planned development, including during extended periods of drought.
 - e. Water piping systems should be interconnected ("looped") wherever feasible to facilitate the reliable delivery of water to all locations within the city. The distribution system should be sized to provide minimum operating pressure of 45 pounds per square inch (psi) under normal conditions and 20 psi under emergency conditions such as fires.
 - f. Water supply and delivery systems shall be available in time to meet the demand created by new development or shall be assured through the use of bonds or other sureties. An assured water supply and delivery system shall be identified prior to discretionary approvals of projects to the satisfaction of the City. GWD or the project applicant may provide several alternative methods of documentation, including an unconditional "ability to serve" letter from the district.

- g. The applicant and GWD shall demonstrate prior to issuance of final land use clearance that sufficient capacity shall be available to serve the development and all other cumulative projects within GWD's service area. This may be evidenced by an unconditional "will serve" letter or contract for service from GWD. All required water infrastructure for a project shall either be in place at the time of approval of the land use clearance or shall be assured through the use of bonds, payment of fees, or other sureties to the City's and GWD's satisfaction.
- h. Within new subdivisions, offsite and onsite water distribution systems required to serve the subdivision shall be in place and contain water at sufficient quantity and pressure prior to the issuance of any building permit. Model homes may be exempted from this policy, subject to approval by the City.
- i. The City shall encourage and actively promote long-term water conservation through water-conserving features in new development, including low water-use plumbing fixtures and drought-tolerant landscaping. The City also encourages the reclamation of treated wastewater and development of distribution facilities for reclaimed water to serve appropriate uses and locations.
- j. New water lines shall not be located within an Environmentally Sensitive Habitat Area (ESHA) or ESHA buffer unless there is no feasible alternative location. The City supports the decommissioning and relocation of existing facilities located within ESHA or ESHA buffers.
- k. The City shall require new water infrastructure to be located and painted so as to not be visually obtrusive and, where feasible, to be located within roadway rights-of-way or existing utility easements.
- l. The City shall seek to protect the quality and quantity of groundwater resources, including those that serve households and businesses that rely on private wells. The City encourages that such existing development be connected to the public water system of GWD and that the private wells be properly abandoned and closed.
- m. All new development within the City shall be served by the public water system.
- n. New development along corridors identified by the GWD in its Master Plan as locations of future water conveyance facilities shall provide appropriate easements as a condition of approval.

PF 4.2 Sewer Facilities and Services. [GP/CP] The following criteria, standards, and procedures shall apply to sewer facilities and services:

- a. The City shall monitor and compare the planned and potential consumption of the available and planned sewer capacity within the service areas of these utilities. If the available and planned capacity of sewerage services is not adequate to serve the planned and potential consumption, then the City shall take one or more of the following three actions in order of priority:
 - 1) Phase development within the City consistent with the Land Use Plan until such time that adequate resources can be identified to provide adequate supplies and improvements and urge other entities in the service areas to also reassess their plans.

- 2) Reassess the City's Land Use Plan to reduce the demand for services to the degree necessary to match the supply and urge other entities in the service areas to also reassess their plans.
 - 3) Explore and support ways to reduce consumption in order to conserve available capacity and reduce the volume of discharges of treated effluent in ocean waters.
- b. The City shall encourage effective and cost-efficient organization and delivery systems for provision of wastewater collection, treatment, and disposal services within its boundaries.
 - c. The City shall work with the GSD to ensure completion of a Capacity Management Alternatives Study to determine the scope of needed improvements for a higher level of treatment in order to improve the quality of effluent discharged by an outfall into ocean waters offshore from Goleta Beach Park. The City supports completion of this project as quickly as possible. The study should include a full evaluation of alternatives and costs. Alternatives should avoid construction of excess wastewater treatment capacity.
 - d. The City shall encourage recycling of treated wastewater to reduce water consumption and reduce ocean discharges of treated effluent.
 - e. Sewage collection and wastewater treatment capacity shall be available in time to meet the demand created by new development or shall be assured through the use of bonds or other sureties. The adequacy of sewerage facilities shall be identified prior to discretionary approvals of projects to the satisfaction of the City. The applicable sanitation district or project applicant may provide several alternative methods of documentation, including an unconditional "ability to serve" letter from the district.
 - f. The applicant and the applicable sanitation district shall demonstrate prior to issuance of final land use clearance that sufficient capacity and facilities shall be available to serve the development and all other cumulative projects within the service area. This may be evidenced by an unconditional "will serve" letter or contract for service from the district. All required wastewater management infrastructure for a project shall either be in place at the time of approval of the land use clearance or shall be assured through the use of bonds, payment of fees, or other sureties to the City's and the applicable district's satisfaction.
 - g. All necessary sewage collection facilities shall be in place at the time of approval of building permits.
 - h. New sewer lines shall not be located within ESHA or ESHA buffer unless there is no feasible alternative location. The City supports the decommissioning and relocation of existing facilities located within ESHA or ESHA buffers.
 - i. Development along corridors identified by sewer providers in their master plans as locations of future sewerage facilities shall provide appropriate easements as a condition of approval.
 - j. The City shall discourage and oppose extension of sewer service into any land area not designated for urban development, including to areas west of Goleta and the Embarcadero Community Services District.

- k. Within the urban boundary, all new development shall be required to connect to the public sewerage system. New septic systems shall not be approved within the urban boundary unless it is demonstrated that there is no feasible alternative.
- l. Independent community sewer systems shall not be approved or established for new development within the city.

Policy PF 5: School Facilities [GP]

Objective: *Ensure that adequate public school services and facility capacities are available to meet the long-term needs of both existing and new development in the city as well as service demands from outside Goleta's boundaries.*

PF 5.1 Collaboration with School Districts. [GP] In recognition of the importance of quality schools to the desirability and vitality of the city's neighborhoods as places to live, Goleta shall strive to maintain a close collaborative relationship with the GUSD and SBHSD. The City shall provide information regarding pending and approved residential development in the city to assist with enrollment projections by the districts.



Goleta Union School District

PF 5.2 Assessment of School Impacts of Large Development Projects. [GP] Applications for residential development within the city shall be referred to the school districts for their review and comments. The City shall require the assessment of impacts of large development projects on school facility needs through the preparation of environmental documents pursuant to CEQA.

PF 5.3 Design of School Facilities. [GP] New or remodeled school facilities should be designed to be compatible with the neighborhood and adjacent land uses. Facilities should be sited and designed to avoid or minimize noise, light and glare, traffic, and other potential adverse impacts on adjacent residential areas. Adequate onsite parking should be provided to prevent impacts to onstreet parking in the neighborhood.

PF 5.4 Reservation of Future School Sites. [GP] The City shall work cooperatively with the school districts to assist in the reservation of sites for new or expanded facilities that may be needed to serve the Goleta area in the future.

PF 5.5 Joint Use of School Facilities. [GP] The City supports joint use of facilities for various activities and programs such as recreational programs, cultural programs, City administrative activities, facility and vehicle maintenance, and other joint uses as appropriate.

PF 5.6 Surplus Lands of School Districts. [GP] When individual school facilities are closed for public school purposes but ownership is retained by a school district, any temporary or long-term nonschool uses shall be compatible with adjacent residential areas. Private schools are a preferred use of these facilities. In the event that a school district determines to dispose of surplus property, the district should notify the City and extend a first right of refusal for acquisition of the property for municipal purposes. Permitted future land uses shall be required to be compatible with existing uses adjacent to the site.

PF 5.7 School Impact Fees. [GP] Where school districts have adopted development impact fees to help finance provision of facilities, the City shall provide information regarding these impact fees to developers and builders. The City shall not issue a building permit for any development subject to such fees without documentation from the applicable district that its fees have been paid. The developer or builder shall be responsible for providing documentation to the City that school impact fees have been paid.

Policy PF 6: Utilities [GP]

Objective: *Ensure that adequate utility services and facility capacities are available to meet the needs of both existing and new development in the city as well as service demands from outside Goleta's boundaries.*

PF 6.1 Referral of Development Applications. [GP] The City shall continue to circulate development applications to local utility providers for their review and comment and to ensure that they can and will provide service to individual developments.

PF 6.2 Undergrounding of Overhead Utilities. [GP] The City shall encourage the undergrounding of electrical power lines and other overhead utilities to the greatest extent practical, as follows:

- a. The City shall pursue funding opportunities to underground existing overhead utilities, including SCE's dedicated underground funding ("Rule 20A/20B"), private funding, and assessment districts. The City shall establish priorities for locations for potential undergrounding projects.
- b. To the extent practicable, all utilities shall be required to be placed underground in new development (see related VH 4.14).



Existing Electrical Substation

PF 6.3 Franchise Agreements. [GP] Where appropriate, franchise agreements shall be required for utility service providers within the city. Where transmission cables, lines,

or other facilities are situated on public property and/or street rights-of-way, the City shall also require encroachment permits.

- PF 6.4 Telecommunications Improvements. [GP]** The City encourages upgrading of telecommunications infrastructure to ensure adequate coverage. The number of separate sites shall be minimized. Visual and aesthetic obtrusiveness of wireless and cellular telecommunications facilities shall be mitigated by provision of stealth designs, for example, location within elements of buildings such as parapets, chimneys, or other architectural features. A public notice shall be posted at telecommunications sites with electromagnetic field emissions; these notices shall inform employees, customers, and the general public as to the location of the facility (see related VH 4.8).

Policy PF 7: Coordinating Facilities and Services with Other Agencies [GP]

Objective: To ensure the appropriate provision of public facilities and buildings by all public agencies and related nonprofit organizations.

- PF 7.1 Coordination of Facility Planning. [GP]** The City shall coordinate the planning and construction of public and quasi-public buildings and facilities with all agencies, districts, and other providers to preclude duplication and ensure the timely availability of these facilities to meet the needs of future growth and development.
- PF 7.2 Consultation with Other Service Providers. [GP]** In order to coordinate the short- and long-term provision of public facilities to meet existing and future community needs, the City shall regularly meet and consult with other public and quasi-public service providers and share information on pending development applications, growth rates, and development patterns. The City shall discuss and exchange population forecasts, development plans, and technical data with the service providers to facilitate the coordination of natural gas, electrical power, sanitary sewer, solid waste collection, domestic water, school, and communication services.
- PF 7.3 Compatibility of Utility Facilities. [GP]** The City shall coordinate with public utility providers and other public and quasi-public agencies to assure the most compatible integration of utility buildings and facilities into the city's land use pattern.
- PF 7.4 Shared Use of Facilities. [GP]** In order to optimize use and value, the City shall take advantage of opportunities that allow the buildings and/or facilities of other providers to be used by other community organizations.
- PF 7.6 Coordination of Construction Schedules. [GP]** Wherever possible, the City, special districts, and private utilities should coordinate their construction programs to avoid unnecessary construction and street work. The 6-year capital improvement plans of all special-purpose districts shall be coordinated with each other and with the City's pavement management program.
- PF 7.7 Review of Public Works and Land Acquisitions of Other Agencies. [GP]** Pursuant to Government Code Section 65401, 65402, and 65403, other agencies (such as water districts, sanitation districts, and school districts) that provide or maintain public facilities essential to the growth and maintenance of Goleta area's urban population are required to submit proposed public works projects and/or 5-

year capital improvement programs (CIPs) to the City for a determination by the Planning Agency as to the consistency of the proposed project or CIP with the adopted General Plan or applicable part thereof. Goleta's Planning Agency shall review such proposals and submit its report to the agency or district no later than 40 days after receipt of the proposed public works project, land acquisition, and/or CIP. Although the agency or district may overrule the City's finding and carry out its intended project or CIP, the City encourages a cooperative approach to achieve consistency between the General Plan and the actions of other agencies. Upon certification of the City's Local Coastal Program by the California Coastal Commission, proposed projects within the California Coastal Zone that constitute "development" under the Coastal Act will be subject to City approval of a Coastal Development Permit.

Policy PF 8: General Standards for Public Facilities [GP]

Objective: *To ensure compatible and aesthetically appropriate integration of public buildings and facilities into the city's built and natural environments at appropriate locations.*

- PF 8.1 General Standard. [GP]** The City shall ensure that all public buildings and facilities comply with the same development standards and regulations as would be applicable to private development.
- PF 8.2 Siting of Public Facilities. [GP]** All new public facilities, including utilities, utility buildings, signage, and other development components, shall be designed in a manner that makes them aesthetically compatible with surrounding neighborhoods and development. The following shall apply:
- a. Siting and design, landscape buffers, architectural elements, and other appropriate design solutions shall be required, as appropriate.
 - b. Critical structures and facilities (including hospitals, fire stations, police stations, water reservoirs, and communications facilities) shall be restricted from geologically and hydrological hazardous areas, to the greatest extent practical.
 - c. To the extent practical, the City shall identify and shall make every effort to assure the long-term availability of appropriate sites for the development and expansion of City buildings, utility infrastructure, and other public facilities.
 - d. Public agency buildings shall be conveniently located and accessible to residents and all segments of the community.
- PF 8.3 Design of Public Facilities. [GP]** The following criteria shall apply:
- a. To the extent appropriate and practical, all utility facilities (with the possible exception of substations, pumping stations, and outdoor storage areas) shall be fully enclosed in buildings that are aesthetically compatible with the areas in which they are located.
 - b. Public buildings and facilities that house City government activities shall be constructed in a functional and aesthetically pleasing manner.
 - c. Wherever possible, the City should incorporate energy-saving measures and other "green building" concepts in the design of City facilities.

- d. New community facilities should be designed and constructed to incorporate flexibility and adaptability to the changing needs of the community.
- e. Facilities shall be designed to be accessible to all segments of the community.

PF 8.4 Critical Facilities Standards. [GP] To the extent possible, the City shall require that all critical structures located within the city be constructed to maintain sufficient structural integrity to remain functional following the maximum probable earthquake event and other natural disasters that could affect the site of the structure. All proposals for new critical structures, regardless of location within the city, shall demonstrate safety in terms of the geologic, hydrologic, and other engineering conditions of the site. (See also Subpolicies SE 4.8, SE 4.10, SE 5.3, and SE 6.5.)

PF 8.5 Management Standards. [GP] The City's management of capital facilities should emphasize the following concepts:

- a. Preventive maintenance and cost-effective replacement of aging elements.
- b. Planning for the orderly extension and upgrading of capital systems while recognizing that system extensions associated with new development should be the responsibility of those desiring service.
- c. Inspecting systems to ensure conformance with design standards.
- d. Reducing the potential for cost increases through effective fiscal management.

Policy PF 9: Coordination of Facilities with Future Development [GP/CP]

Objective: *To ensure that land use decisions are based on the planned capacity of capital facilities and that such facilities are provided when they are needed to support new development.*

PF 9.1 Integration of Land Use and Public Facilities Planning. [GP/CP] The Land Use Plan and actions on individual development applications shall be consistent with the existing or planned capacities of necessary supporting public facilities and the fiscal capacity of the City to finance new facilities.

- a. The City shall integrate its land use and public works planning activities with an ongoing program of long-range financial planning to ensure that the City's Land Use Plan is supported by quality public facilities.
- b. Individual land use decisions, including but not limited to General Plan amendments, shall be based on a finding that any proposed development can be supported by adequate public facilities.

PF 9.2 Phasing of New Development. [GP/CP] Development shall be allowed only when and where it is demonstrated that all public facilities are adequate and only when and where such development can be adequately served by essential public services without reducing levels of service elsewhere.

PF 9.3 Responsibilities of Developers. [GP/CP] Construction permits shall not be granted until the developer provides for the installation and/or financing of needed public facilities. If adequate facilities are currently unavailable and public funds are not

committed to provide such facilities, the burden shall be on the developer to arrange appropriate financing or provide such facilities in order to develop. Developers shall provide or pay for the costs of generating technical information as to impacts the proposed development will have on public facilities and services. The City shall require new development to finance the facilities needed to support the development wherever a direct connection or nexus of benefit or impact can be demonstrated.

- PF 9.4 City Infrastructure Investments to Guide Development. [GP/CP]** The City shall plan and develop its infrastructure and public facilities in appropriate locations for development and shall encourage other public agencies to plan and implement their facilities in a manner that is consistent with and reinforces the General Plan.
- PF 9.5 Extensions of Infrastructure and Facilities. [GP/CP]** The extension of any individual infrastructure or public facility to serve new development, regardless of the method of financing, should be approved only if it is determined that adequate fiscal capacity exists to support:
- a. The extension of any other needed facilities.
 - b. Services to the cumulative development that could be supported by the extension.
 - c. Cost-effective service delivery by all ongoing public services.
- PF 9.6 Concurrency. [GP/CP]** The City shall develop ordinances and procedures to achieve “concurrency” for facilities essential to support development. Pursuant to those procedures, the City shall evaluate the impact of any new development on the capacity of the supporting public facilities and require, prior to final development approval, that financing be in place to correct any public facility deficiency. The evaluation of impacts shall include an analysis of the cumulative effects of other development proposals in the service area.
- PF 9.7 Essential Services for New Development. [GP/CP]** Development shall be allowed only when and where all essential utility services are adequate in accord with the service standards of their providers and only when and where such development can be adequately served by essential utilities without reducing levels of service below the level of service guidelines elsewhere.
- a. Domestic water service, sanitary sewer service, stormwater management facilities, streets, fire services, schools, and parks shall be considered essential for supporting new development.
 - b. A development shall not be approved if it causes the level of service of an essential utility service to decline below the standards referenced above unless improvements to mitigate the impacts are made concurrent with the development for the purposes of this policy. "Concurrent with the development" shall mean that improvements are in place at the time of the development or that a financial commitment is in place to complete the improvements.
 - c. If adequate essential utility services are currently unavailable and public funds are not committed to provide such facilities, developers must provide such facilities at their own expense in order to develop.

Policy PF 10: Financing Public Facilities [GP]

Objective: *To use all available capital improvement revenues to finance facilities to meet the community's needs.*

PF 10.1. Sources of Revenue for Capital Facilities. [GP] Opportunities should be identified to use available local and regional funding sources, grants, and other sources of revenue to finance projects that provide the most benefit.

PF 10.2 Development Impact Fees. [GP] The City shall adopt and maintain a development impact fee program that requires new development to pay a proportionate share of the costs of new or upgraded capital facilities attributable to new development. Impact fee programs for capital facilities shall include sufficient funding for all of the following:

- a. Design and engineering.
- b. Environmental compliance and permitting.
- c. Land acquisition and/or right-of-way acquisition.
- d. Site preparation, including grading and installation of utilities, drainage, and other necessary infrastructure.
- e. Construction of the public facility.
- f. Parking, landscaping, and street trees, where applicable.
- g. Necessary off-site improvements, such as sidewalks, extensions of utilities, and others as applicable.

The impact fee program shall be reviewed regularly to ensure that sufficient funding will be available to construct all required facilities.

PF 10.3 Use of Existing Revenue Sources. [GP] Existing ongoing revenues should be directed to the following needs:

- a. Meeting basic safety needs and removing hazards.
- b. Improving maintenance and operational efficiencies.
- c. Rehabilitating and enhancing existing facilities.
- d. Implementing General Plan objectives through strategic investments incrementally as part of a long-range strategy.
- e. Adding new capacity to improve levels of service.

In applying these priorities, all needs should be addressed in a balanced program of funding. In evaluating projects, relative costs and benefits shall be considered along with the relative priorities.

PF 10.4 Community Support. [GP] Community support should be considered for any major project that adds significant capacity to an existing facility, provides a significant increase in level of service, or provides another major enhancement to the community. Such projects may include major transportation improvements, new

parks, or major Old Town improvements. The most appropriate financing of these projects, in some cases, may be a voter-approved bond issue to provide revenue.

- PF 10.5 Financing Methods. [GP]** The following criteria shall apply to consideration of financing methods for capital facilities:
- a. Long-term borrowing for capital facilities should be considered as an appropriate method of financing large facilities that benefit more than one generation of users in the future.
 - b. Where possible, special assessment revenue and other self-supporting bonds should be used instead of tax-supported general obligation bonds. Special benefit assessment financing mechanisms are preferred whenever the benefits of a proposed facility are limited to a specific geographic area.
 - c. General obligation bonds should be considered for municipal improvements that are of general benefit to the public, such as arterial streets, bridges, lighting, municipal buildings, general maintenance facilities and equipment, community centers, and parks.
- PF 10.6 Capital Facility Impacts of New Services. [GP]** In evaluating whether to continue, change, or begin a new service, the City shall consider the impact of the decision on capital facility requirements.
- PF 10.7 Operating Cost Impacts of New Facilities. [GP]** The City shall include the costs of maintaining, operating, and other life-cycle costs in the consideration of whether to authorize or support the funding of any capital facility. Funding of life-cycle costs should be included in future financial forecasting and planning and incorporated into City budget decisions.
- PF 10.8 Periodic Evaluation of Capital Facilities. [GP]** The City should review on a regular basis its capital facility services to determine if they are being delivered cost-effectively and evaluate whether individual services are most cost-effectively delivered by the City or by outside contract. Joint facilities with adjacent service providers may be used, where appropriate, to provide the most efficient and cost-effective service to customers.
- PF 10.9 Alternatives to City-Financed Facilities. [GP]** The City may consider the use of nonfinancial options to meet its public facility needs. Such options include:
- a. Encourage private organizations to develop and finance facilities.
 - b. Encourage local businesses to provide financial support for community services through contributions of funds, time, materials, and expertise.
 - c. Contract services with public or private entities.
 - d. Rent or lease facilities.
 - e. Develop cooperative programs with nonprofit organizations and other public entities.
 - f. Implement demand management strategies to more efficiently use existing facilities.

- g. Adjust planned levels of service.
- h. Encourage volunteers, donations, trusts, etc.

PF 10.10 Capital Improvements Program and Budget. [GP] The City shall prepare and maintain a CIP that includes a list of all projects needed to implement the General Plan during the planning period. This list should include projects that can be planned, financed, and implemented during the CIP planning period. The annual budget should include the appropriations for those projects authorized to be initiated in the next fiscal year. The following criteria should apply to the CIP:

- a. Projects listed beyond the CIP planning period may be generally described and estimated or grouped into broad categories, while projects in the 6-year CIP should be more specifically described and individually listed.
- b. Projects shall be funded only when incorporated into the adopted annual City budget.
- c. The CIP list should be updated annually along with anticipated funding capacities as part of the annual budget process.
- d. Proposed new additions to the 6-year project list shall be evaluated for consistency with the General Plan prior to their incorporation into the CIP.
- e. The capital facility project list should be reviewed annually to ensure that the proposed capital program reflects an equitable geographic distribution of projects and that the needs of the city's neighborhoods are addressed along with citywide needs.
- f. As part of the annual review of the CIP list, the City shall also determine whether capital facility funding is falling short of meeting existing needs and ensure that the land use and capital facilities plan are consistent with the community's financial capacity. The City shall then consider any adjustments appropriate for consistency during any consideration of amendments to the General Plan.

8.5 IMPLEMENTATION ACTIONS [GP]

PF-IA-1 Preparation of AB 1600 Study and Impact Fee Program. Government Code Section 66000 allows local jurisdictions to establish development impact fees to fund the construction of public infrastructure necessary to serve new development. The adopted AB 1600 Fee Ordinances and Resolutions allow the City to impose developer impact fees on all new development within Goleta. Development Impact Mitigation Fees (DIMFs) are assessed on development projects that cause an increased impact on public services in order to mitigate the cost of providing these services to new development. DIMFs related to transportation, fire protection, parks and recreation, library, public administration, and police are charged to development occurring throughout the city. Following adoption of this plan, a new nexus study for impact fees shall be prepared and the existing fees revised as appropriate.

Time period: 2006 to 2008

Responsible party: Planning and Environmental Services Department, Community Services Department, Administrative Services Department

PF-IA-2 Capital Improvements Program and Budget. The City shall prepare and maintain a CIP that includes a list of all capital projects needed to implement the General Plan during the planning period and the anticipated costs and funding sources and for each project. The annual budget should include the appropriations for those projects authorized to be initiated in the next fiscal year. The CIP should be updated annually along with anticipated funding capacities as part of the annual budget process.

Time period: Ongoing

Responsible party: City Manager and all departments